



DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
BETHESDA MARYLAND 20889-5611

IN REPLY REFER TO:

NSHSBETHINST 12450.1D

Code 00
20 NOV 2001

From: Commanding Officer

Subj: NAVAL SCHOOL OF HEALTH SCIENCES, BETHESDA
RECOGNITION AND AWARDS PROGRAM FOR CIVILIANS

Ref (a) SECNAVINST 12451.3
(b) 5 CFR 451
(c) DoD Directive 1400.25-M, subchapter 451
(d) DON HR Guide No. 451-01
(e) BUMEDINST 12451.6
(f) BUMEDINST 12451.4
(g) HROWASHDCINST 12451.1B CH-2

Encl: (1) NSHS BETHESDA Recognition and Awards Guide
(2) Flowchart

1. **Purpose.** To provide policy and procedures for establishing and implementing Naval School of Health Sciences (NSHS) Recognition and Awards Program for Civilians to acknowledge the positive performance and contributions of individual civilian staff members, groups, or teams.

2. **Cancellation** NSHSBETHINST 12450.1C

3. **Scope.** This program applies to Civilian personnel (except contractors) employed at NSHS Bethesda. This instruction covers authorized awards and recognition for these civilian employees.

4. **Background.** References (a) through (g) provide direction and guidance for the development of Recognition and Award Program.

5. **Policy.** NSHS will maintain a Recognition and Awards Program for Civilians that establishes a supportive environment where employee performance, accomplishments, contributions, or service by an individual, team, or group is acknowledged in a timely and appropriate manner. Enclosure (1) provides a guide for managers, supervisors, and staff to reward and recognize NSHS civilian employees. The Head of the Civilian Council is also available to provide further guidance to Directors and staff regarding civilian awards and recognition. The entire NSHS

staff is encouraged to participate fully in this program by acknowledging individuals, teams, or organizational groups for their contributions or service to NSHS in the accomplishment of its mission.

6. Process

a. Recognition and award recommendations should be initiated soon after the accomplishment of an event or milestone.

b. Recognition and award recommendations will be initiated and processed via the chain of command per enclosure (2).

c. Each recommendation is to be addressed to the approving authority briefly stating the justification for recognition.

d. The NSHS Awards Board reviews all civilian and military award packages. The Head of the Civilian Council is a standing member on the Awards Board. Additional civilian representatives will be appointed in writing by the Commanding Officer.

e. Upon approval of a cash or time-off award by the Commanding Officer, the awardee's supervisor is to prepare and submit a Request for Personnel Action (SF 52) indicating the time-off or amount of the award.

7. Responsibilities

a. Commanding Officer, NSHS Bethesda, shall:

(1) Appoint members to the NSHS Awards Board.

(2) Approve or disapprove any awards for which he/she has authorization

(3) Coordinate and endorse awards that require higher authority approval.

(4) Preside over awards presentation ceremonies

(5) Review the statistics and reports presented by the Head of Civilian Council on the performance of the Award Recognition Program for Civilians for civilians.

b. Directors shall:

(1) Approve or disapprove any awards for which they have authorization.

(2) Review and forward recommendations for awards that require higher authority approval.

(3) Preside over Directorate awards presentation ceremonies.

(4) Monitor and encourage award submission and recognition within their Directorate.

c. First level supervisors shall:

(1) Be responsible for ensuring recognition of employees.

(2) Review and forward recommendations for awards requiring higher authority approval.

d. Director for Support Services shall:

(1) Coordinate the awards process.

(2) Ensure that required documentation is forwarded to Human Resource Office (HRO) for inclusion into employees' official personnel file.

(3) Ensure Civilian Length of Service Awards are processed and presented within the quarter following the milestone achievement.

e. Director for Finance shall:

(1) Provide award and recognition funding within the NSHS budgetary process.

(2) Maintain and control a central NSHS civilian awards fund account.

(3) Review and forward award recommendations for command coordination and signature.

f. Director for Visual Information shall:


(1) At the request of Directors, ensure that award presentations are photographed.

g. Employees shall:

(1) Recognize peers for their accomplishments, assistance, or service.

(2) Nominate colleagues for recognition and process the recommendation via the chain of command.

(3) Document accomplishments through periodic self-evaluation. Provide information to supervisors regarding special accomplishments.



D. S. WADE

14 Nov 01

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SECTION ONE: INTRODUCTION

ORGANIZATION OF THIS GUIDE

1. Section One provides an introduction, a Command philosophy, and employee recognition guidelines. Sections Two and Three provide some thoughts on "feedback" and a discussion on choosing an award.
2. Section Four provides a matrix of the awards and recognition package developed for NSHS civilian employees. The matrix provides, in a descending, relative order of importance:
 - a The name of the award
 - b A brief description
 - c. This section gives a broad perspective of the full range of awards and recognition available to reward and acknowledge civilian employees. It lists: the approving official, elements of the award, a brief statement of eligibility, the average time for approval within NSHS, and the recommended presenter of the approved award.
3. Section Five is a more detailed summary of the individual awards and recognition. There is an "Award Summary" for each award or recognition. Each summary sheet provides the name of the award, any references, a summary of justification for earning the award, eligibility criteria, required documentation, the approving official(s) and levels of approval, the approval process, and what the award is. In addition to the "Award Summary" sheet, where appropriate, samples of justifications, citations, applicable forms, cover letters, etc., are provided.
4. Section Six provides suggestions and ideas for ceremonies and methods of celebration to publicly recognize individuals, offices, and team accomplishment.

PURPOSE

The purpose of this guide is to

1. Provide a single reference source to guide NSHS staff in recognizing and celebrating the many outstanding successes and accomplishments of members of the NSHS community.
2. Emphasize the importance and value of recognizing the staff
3. Summarize the requirements and processes for rewarding and recognizing the NSHS staff.
4. Suggest a number of available alternatives to recognize and reward NSHS staff.

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BACKGROUND

1. Recognition for a job well done is the top motivator of employee performance. Everyone wants to be appreciated for his or her hard work, good deeds, outstanding accomplishments, and noteworthy achievements. Positive reinforcement - rewarding behavior you want repeated - has again and again been proven to be the most effective tool a manager or supervisor has. What tends to motivate people to perform at higher levels and to maintain a high level of performance is thoughtful, personal recognition that signifies true appreciation for a job well done.

2. This guide delineates the numerous possibilities available to all NSHS staff, but particularly supervisors and managers, for recognizing and rewarding others. It provides a source for assisting in determining the best recognition or reward for a specific situation. It stresses the significance and value of recognizing staff and emphasizes the importance NSHS management places on staff recognition.

PHILOSOPHY

1. The attraction, cultivation, and retention of a quality staff are high priorities within NSHS. Our people are our most important resource; and, as such, deserve to be continually recognized for their achievements and rewarded for their accomplishments, both as individuals and as members of a group or team. They deserve and are entitled to a positive environment in which they are properly compensated for the work they perform. Recognition needs to be a positive experience that reinforces the quality work of our quality staff.

2. Recognition takes many forms and can be done in many ways. It is not just supervisors recognizing valued subordinates; but also peers recognizing each other and subordinates recognizing good managers. With this in mind, there are numerous opportunities and options available to NSHS to celebrate, recognize, and reward deeds and accomplishments. This guide was developed to introduce a number of those methods.

RECOGNITION GUIDELINES

The following are some guidelines for successfully recognizing individuals or teams:

Guide 1: Emphasize success rather than failure. (You tend to miss the positive if you are busily searching for the negatives.)

Guide 2: Deliver recognition and reward in an open and publicized way. (If not made public, recognition loses much of its impact and defeats much of the purpose.)

Guide 3: Deliver recognition in a personal and honest manner

Guide 4: Tailor your recognition and reward to the unique needs of the people involved

Guide 5: Timing is crucial. (Reward contribution close to the time an achievement is reached.)

Guide 6: Strive for clear, unambiguous and well-communicated connection between accomplishments and rewards. (Be sure people understand why they receive awards and the criteria used to determine awards.)

Guide 7: Recognize recognition. (Recognize people who recognize others for doing what is best for the Command.)

Employees typically place a high value on getting information about their job, their performance, and how the office or command is doing. When that communication is personal and timely, it is all the more highly valued. Positive written communication has consistently been found to be very important in motivating employees.

DEFINITIONS

1. Award/Reward - While some draw a distinction between the two, for purposes of this Guide, they mean the same. An award or reward is something that is granted or given to an individual or group based on merit. Generally an award refers to a medal, decoration, or certificate. A reward is generally something that has an extrinsic value, such as a cash award or time off.
2. Formal recognition - This type of recognition generally involves a more structured review and approval process, requiring more documentation and justification, and has a more ritualistic presentation ceremony. Generally, it recognizes a number of achievements accomplished over a period of time.
3. Informal recognition - This recognition tends to be more spontaneous; be accomplished with minimal planning; and involves less of a structured review, approval, and awarding process. Generally used to recognize a single achievement accomplished in a short period of time.

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SECTION TWO "A WORD ABOUT FEEDBACK"

1. Feedback is something every employee wants and needs. Feedback is something we can give freely and abundantly. Yet, feedback is something that we tend to give sparingly and generally at some cost.

2. Feedback is something that can build and improve quality and performance. Feedback is something that can reinforce and solidify. Yet, feedback is something that generally has the effect of tearing down and destroying.

3. Feedback is something that can be positive and constructive. Feedback is something that can encourage and reward. Yet, feedback is something that often tends to be critical and a "turn-off."

4. Feedback is something that can take many forms and fashions. Feedback is something that can be done often and effortlessly. Yet, feedback is something that we tend to express infrequently and then in one of two forms—criticism or silence.

a. While we all recognize that we want and appreciate positive recognition (feedback) for "a job well done," most of us fail to remember that others feel the same. They want and appreciate feedback too. We often fail to understand and to use the potential power of recognition to encourage others. Many studies have revealed that, while money is an important and a strong motivator in its own right, what tends to truly motivate people to perform and to perform at higher levels is genuine, thoughtful appreciation that recognizes efforts and achievements.

b. Every day presents many opportunities for each of us to "recognize" others. A simple "thank you" or "well done" for a completed report or point paper acknowledges the person's effort. A short note or e-mail (with a copy to the individual's supervisor) acknowledging the receipt of requested information, reinforces good customer service. A letter of appreciation, sent through the individual's chain of command, for extra effort that is above and beyond the scope of the person's job or for completing a significant project, recognizes the individual's participation and input. A certificate for participating on a team or a volunteer project recognizes the value added of that individual's involvement. A mention in a staff meeting about an office or section achieving a milestone or finishing a major task, acknowledges their efforts to meeting the overall command mission. Of course this needs to be passed on to the individual members of the office or section. A visit to employees' spaces from a supervisor or management official (Executive Officer, Commanding Officer, etc.), just to "see how things are going," to check on office conditions, or to present letters of appreciation or other recognition, demonstrates management's concern for individuals and shows they are not forgotten. All of the above are positive reinforcements that cost no more than a few minutes and pay huge dividends in reinforcing the behavior you want continued and encouraging more of the same.

c. It should be a goal of everyone to provide some sort of positive feedback at least once every day. Each of us, upon receiving recognition (feedback), should make the extra effort to "pass it on" by acknowledging someone else's work or accomplishment. If this was done, think what an even greater place this would be to work. It can all start with a simple "Thank You."

SECTION THREE: CHOOSING AN AWARD

1. An individual wishing to recognize a team effort or another individual needs to first determine what level of recognition or award is merited by the contribution. Any individual can and should take frequent and full advantage of the range of "informal" recognition available. Generally, recommendations for higher recognition in the form of an award are referred to the performer's supervisor or the manager responsible for the chartering or oversight of a group or team.
2. Awards should be based on the tangible or intangible benefits involved. A supervisor should decide which award(s) is (are) appropriate and write a recommendation that makes it clear why the team, group, or individual deserves the award and how the contribution has benefited the organization. This should be specific enough to allow a reviewer to assess a dollar value if possible.
3. Letters of Appreciation or Commendation are excellent ways to formally recognize effort, accomplishment, action, or service. For repeated efforts or achievements or for more significant accomplishments, actions, or service, time off or cash awards should be considered.
4. Special Act Awards are those awards for a group, team, or individual used to recognize a contribution either within or outside normal job responsibilities such as an exemplary accomplishment, professional achievement, act of heroism, or resource savings improvement. A Special Act is normally a cash award, with the amount based on the contribution's benefit (tangible or intangible) to the organization. The value associated with an award should be based on a combination of the tangible or intangible benefit(s) derived from the recipient's efforts and the scope of its impact (e.g., local, command wide, Navy wide, DoD, etc.).
5. Special Act Awards are divided into two "categories": (1) Special Act, which are valued at \$5,001 and up, and require higher authority approval, and (2) Quality Recognition, which are valued up to \$5,000 and require the Commanding Officers approval.
6. Honorary Awards include a broad range of awards for significant contributions, specific accomplishment, or length of government service. They include DON-wide, DoD-wide, and Government wide awards. Most are non-monetary, although some do include a cash award. Honorary Awards also include specific employee accomplishments, such as being selected as employee of the quarter or supervisor of the year.
7. Further information about the purpose and use of a specific award is indicated within the facts provided on the summary sheet and subsequent information and examples for each specific award.

SECTION FOUR: AWARDS MATRIX

NSHSBETHINST 12450.1D

AWARD	DESCRIPTION	APPRVNG OFFICIAL	AWARD CONSIST OF	ELIGIBILITY	AVERAGE PROCESS TIME	RECOM- MENDED PRE- SENDER
DoD Service Awards	Honorary awards authorized by SECDEF to confer on a DoD civilian employee	SECDEF	Medal set, citation, and certificate	See HRO for criteria and guidance.	30 days	CO
Navy Distinguished Civilian Service Award	Highest honorary award SECNAV can confer on a DON civilian employee	SECNAV	Medal set, citation, and certificate	Employees who have distinguished themselves through contributions of major significance and/or extraordinary service to the Navy. The achievements or service must be truly exceptional when measured against the position requirements of the individual and should far exceed the contributions and service of others with comparable responsibilities.	30 days	CO
Navy Superior Civilian Service Award	Highest honorary award BUMED can confer on a DON civilian employee	BUMED	Medal set and certificate	Employees who have distinguished themselves through contributions of major significance and/or extraordinary service to the Navy. The achievements or service must be exceptional when measured against the position requirements of the individual and should significantly exceed the contributions and service of others with comparable responsibilities.	30 days	CO

AWARD	DESCRIPTION	APPRVNG OFFICIAL	AWARD CONSIST OF	ELIGIBILITY	AVERAGE PROCESS TIME	RECOM- MENDED PRE- SENDER
Navy Meritorious Civilian Service Award	Highest honorary award which the Head of an activity may confer on a civilian employee of the component.	CO	Medal set and certificate	Employees who have distinguished themselves through contributions of major significance and/or extraordinary service to the Navy. The achievements or service must be high in value and/or benefit when measured against the position requirements of the individual and should exceed the contributions and service of others with comparable responsibilities.	30 days	CO
Special Act Awards (\$5,001 through \$25,000) (Awards over \$25,000 require approval by The President)	To recognize an individual or group achievement (1) within normal job responsibilities, but above and beyond commonly expected performance, or (2) outside of normal job responsibilities.	CO (thru \$5,000). BUMED (thru \$7,500). SECNAV (thru \$10,000). OPM (thru \$25,000). The President (over \$25,000).	Cash award, based on tangible and intangible benefits to NSHS, and certificate	All civilian employees who have produced a NSHS wide tangible or intangible benefit or achievement, of a non-recurring nature, connected with official duties or in the public interest.	30 days	CO
CO's Award	To recognize superior professional achievements having significant connection and value to the immediate mission of NSHS.	CO	Citation and Plaque	Any civilian on the NSHS staff who has demonstrated superior professional achievement, sustained or short term, or other accomplishment having significant connection and value to the immediate mission of NSHS. (The occasion of transfer retirement, personal or scholastic achievement, in and of themselves, are not sufficient to warrant this award.)	45 days	CO

AWARD	DESCRIPTION	APPRVNG OFFICIAL	AWARD CONSIST OF	ELIGIBILITY	AVERAGE PROCESS TIME	RECOM- MENDED PRE- SENDER
Quality Step Increase	To recognize sustained high quality performance at a level that substantially exceeds an acceptable level of competence.	CO	One step increase in pay	An employee who receives the highest available rating and demonstrates sustained performance of high quality significantly above that expected of the incumbent of the position.	45 days	CO
Civilian of the Quarter/Year	To officially recognize the efforts of individuals who demonstrate exceptional performance.	CO	Letter of Commendation, Plaque, Cash Award and Time Off	A GS 02 through GS 12 employee employed at NSHS for at least 12 months having an acceptable performance evaluation who have demonstrated excellent performance.	Call issued quarterly	CO
Civilian Supervisor of the Year	To officially recognize the civilian supervisor who best practices and accomplishes supervisory knowledge, skills, and abilities, demonstrating exceptional performance in their role as a supervisor.	CO	Letter of Commendation, Plaque, and Time Off	A civilian supervisor employed by NSHS at least 12 months having an acceptable performance evaluation who has demonstrated exceptional supervisory skills and ability.	Call issued yearly	CO
Quality Recognition Award (up to \$5,000)	To recognize a one-time, short term, or sustained individual or group effort. It is a special act award designed to provide immediate reinforcement for exceptional performance by an individual that benefits the local workplace or the command.	CO	Cash award and certificate	An employee whose contribution(s) results in quality service, a beneficial accomplishment to NSHS or its mission, or a significant achievement in the immediate workplace.	30 days	CO

AWARD	DESCRIPTION	APPRVNG OFFICIAL	AWARD CONSIST OF	ELIGIBILITY	AVERAGE PROCESS TIME	RECOM- MENDED PRE- SENDER
Time Off Award	To recognize immediately one-time and short term efforts. Or to recognize a superior accomplishment or other personal effort that contributes to the quality, efficiency, or economy of NSHS operations.	CO	An excused absence granted without charge to leave or loss of pay	A staff member whose contributions result in service which is beneficial to NSHS and its mission and worthy of formal recognition and reward.	15 days	CO, Director Supervisor
CO Letter of Appreciation	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	CO	Letter	A staff member whose contributions result in service which is beneficial to NSHS and its mission and worthy of formal commendation or appreciation.	20 days	CO
Director or Supervisory Letter of Appreciation	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	Director, Supervisor, or Manager	Letter	A staff member whose contributions result in service which is beneficial to NSHS and its mission and worthy of formal commendation or appreciation.	1 week	Director or Supervisor
Caught In The Act Award	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	Any Individual	Commemorative Item	A staff member who demonstrates one or more of the eight (8) standards of excellence.	Immediate	Directorate Representative
E-Mail	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	Anyone	E-Mail	A staff member whose efforts provided service to an individual or group worthy of recognition or acknowledgement.	Immediate	Anyone
"Thank You" Notes	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	Anyone	Note card	A staff member whose efforts provided service to an individual or group worthy of recognition or acknowledgement.	Immediate	Anyone
Write-on Boards	To acknowledge immediately the effort, accomplishment, action, service, or deed of an individual.	Anyone	Acknowledgement on Lobby Boards	A staff member whose efforts provided service to an individual or group worthy of recognition or acknowledgement.	Immediate	Anyone

AWARD	DESCRIPTION	APPRVNG OFFICIAL	AWARD CONSIST OF	ELIGIBILITY	AVERAGE PROCESS TIME	RECOM- MENDED PRE- SENDER
Career Service Certificate (Length of Service)	To recognize an employee for reaching a milestone of years of civil service.	CO	Certificate and Pin	Any employee who has been employed for the requisite number of years (5-year increments).	Quarter following milestone	CO
Retirement Certificate (& spousal certificate)	To recognize an employee upon his/-her retirement from government service.	CO	Certificate and Pin	Any employee who is retiring.	20-30 days	CO
XO Trophy	To reward teamwork and recognize the value or benefits of the efforts of a NSHS organizational group.	XO	Traveling Trophy and Permanent Certificate	Any NSHS organizational element (i.e. directorate department, division, etc.) or permanently established team (e.g. CAT, Council) whose efforts set a high standard for innovation, creativity, professionalism, or achievement that had a significant impact on the NSHS mission or improvement of quality of life.	2 weeks (presented quarterly)	XO

SECTION FIVE: AWARD SUMMARIES:

1. NAME OF AWARD: DOD Distinguished Civilian Service Award (DCSA).

2. REFERENCE: N/A.

3. JUSTIFICATION FOR AWARD:

a. The DoD DCSA is the highest honor conferred by the Secretary of Defense on DoD employees. Bestowal of this award is to recognize employees whose achievements or Government service reflect exceptional devotion to duty and extremely significant contributions of broad scope to the efficiency, economy, or other improvement in the operations of DoD. (Five to seven awards are granted annually.)

b. The DCSA is to be granted only to those employees who have distinguished themselves through contributions of major significance or extraordinary service to the Navy. The achievements or service must be truly exceptional when measured against the position requirements of the individual and should far exceed the contributions and service of others with comparable responsibilities. Further the DCSA should be reserved for contributions which are so unusual or significant that recognition at the Secretary of Navy level is deserved.

c. The achievement or service must be considered so exceptional it warrants recognition above and beyond that which may be granted by the Department of Navy. Awards are given in two categories: (1) to employees whose contributions are in the scientific field and (2) to employees whose accomplishments are in fields other than scientific.

d. The candidate for this award must meet one of the following criteria:

- (1) They must have previously received the Navy DCSA; or
- (2) They must have made a recent contribution which is considered clearly of a caliber superior to the criteria for the Navy DCSA; or
- (3) They must have made an exceptional contribution that has benefited a military department other than the Department of the Navy.

4. ELIGIBILITY: Any civilian employee of NSHS

5. REQUIRED DOCUMENTATION: (see HRO for details)

- a. Biographical data.
- b. Basis for nomination.
- c. Citation.
- d. Synopsis (one page).
- e. Photograph of nominee

6. APPROVING OFFICIAL: Secretary of Defense.

7. APPROVAL PROCESS: Prepare the proper documentation and write up. Submit the award package via the chain of command.

8. PROCESSING TIME: Nominations normally are due in Spring. Allow at least 90 days for higher authority approval.

9. AWARD: A medal, rosette, and certificate with citation.

AWARD SUMMARY

1. NAME OF AWARD

DON CIVILIAN SERVICE AWARDS:

DoN Distinguished Civilian Service Award (DCSA)
DoN Superior Civilian Service Award (SCSA)
DoN Meritorious Civilian Service Award (MCSA)

2. REFERENCE: N/A.

3. JUSTIFICATION FOR AWARD:

a. The DCSA is to be granted only to those employees who have distinguished themselves through contributions of major significance or extraordinary service to the Navy. The achievements or service must be truly exceptional when measured against the position requirements of the individual and should far exceed the contributions and service of others with comparable responsibilities. Further the DCSA should be reserved for contributions which are so unusual or significant that recognition at the Secretary of Navy level is deserved.

b. The SCSA justification criteria are the same as the DCSA. However, contributions, while exceptional in value, would be narrower in scope or impact (e.g., accomplishment that is significant and has far-reaching major command wide impact).

c. The MCSA justification criteria are the same as the DCSA. However, contributions, while high in value, are more limited in scope or impact (e.g., accomplishment should be significant and have far-reaching impact, but less than the SCSA).

4. ELIGIBILITY: Any civilian employee of NSHS

5. REQUIRED DOCUMENTATION:

PART I. Nominee's name, position title, series, grade, and employing organization. Description of employee's current job responsibilities. Career history including Federal and non-Federal employment, education, published papers, articles, books, or inventions. Participation in professional and civic organizations in addition to awards should be included.

PART II. Narrative justification (not to exceed two pages) based on either (1) service or long term performance or (2) specific accomplishments or achievements.

PART III. Proposed citation (state the nominee's name exactly as it should appear on the certificate). State clearly, accurately, and in non-technical language the reason for granting the award. Meet the printing requirement of being typed in a space not to exceed 75 typewritten characters (pica type) across the page and not to exceed 12 lines in length.

6. APPROVING OFFICIAL:

DCSA: Secretary of the Navy.
SCSA: Chief, BUMED.

MCSA: Commanding Officer.

7. APPROVAL PROCESS: Prepare the proper documentation and write up. Submit the award package via the chain of command.

8. PROCESSING TIME: Within NSHS at least 30 days. Allow at least an additional 60 days for BUMED SECNAV approval of SCSA and DCSA.

9. AWARD:

DCSA:	Medal set, citation, and certificate
SCSA & MCSA:	Medal set and certificate.

Sample Citations

DISTINGUISHED CIVILIAN SERVICE AWARD

For distinguished service as the Deputy Director of Programs and as Deputy Comptroller for the Naval School of Health Sciences. Mr Gene Yuss was the senior executive for the Navy's Health Administration Program, financial management, and operating procedures, and for the Corporate Management Program's managerial, financial, and data processing operations. He was the Navy's recognized expert in the operations and management of the Navy's health support organizations. Mr Yuss' aggressive leadership and superb technical accomplishments over 15 years resulted in a Navy-wide organization and operation that provided first-rate support to the fleet. His enthusiasm, unusual creativity, and total devotion to duty reflected great credit upon himself and were in keeping with the highest traditions of the Department of the Navy.

DISTINGUISHED CIVILIAN SERVICE AWARD

For distinguished performance as the Deputy Director of the Plans and Management Department from 1 June 1998 to 1 June 2001. Ms. Sue Preem skillfully guided the endeavors of more than 200 military and civilian personnel in a Naval School of Health Sciences organization that directly increased the medical readiness and strategic mobility of the Navy's health providers. Through incisive leadership, technical prowess, and consummate persistence, she orchestrated a diverse and powerful mixture of resources into a dynamically responsive support organization. Her accomplishments in this highly responsible and demanding position are indicative of her ceaseless commitment to excellence and reflect great credit upon herself, the Naval School of Health Sciences, and the Department of the Navy.

Sample Package

NAVY SUPERIOR CIVILIAN SERVICE AWARD

12451
(Office Code
Date

MEMORANDUM

From: COMMANDING OFFICER
To: CHIEF, BUMED

Subj: SUPERIOR CIVILIAN SERVICE AWARD FOR MS. IMA X. AAMPLE

Ref (a) CCPOWASHDCINST 1245 1.1B

Encl: (1) Award Justification
(2) Citation

1. Ms. Ima X. Aample has performed her duties and fulfilled her responsibilities as the Deputy Director, Budget Accounting and Statistics Division in an exemplary manner. Under her guidance and with her contributions, the Resource Management Department and, especially, her Division, has accomplished some critical tasks and become recognized as a financial technology leader within the DoD Medical Community.
2. Provides justification for recommending Ms. Aample for the Superior Civilian Service Award. A proposed citation for this award is provided at enclosure (2).
3. Point of contact for this award is Ms I. Deal, who can be reached at 555-1234.

I. M BOSS

Sample Justification

NAVY SUPERIOR CIVILIAN SERVICE AWARD

SUPERIOR CIVILIAN SERVICE AWARD
JUSTIFICATION FOR
MS. IMA X. AAMPLE

Ms. Ima X. Aample is strongly recommended for the Civilian Superior Service Award for her exceptional performance while serving as the Deputy Director, Budget Accounting and Statistical Division. Ms. Aample pursued all tasks with diligence and displayed great leader-ship, superb management skills, and total dedication to excellence. She consistently performed at a superior level, making significant contributions to the successful attainment of important improvements and command mission accomplishment. Her excellent leadership skills, together with organizational and administrative abilities, resulted in numerous noteworthy achievements exemplified by the following:

- Responsible for funds allocation and appropriations totaling more than \$2.1 billion at activities worldwide; she developed comprehensive, concise tracking methods. She was able to provide critical resource information to senior decision-makers quickly and accurately. Her knowledge of the resource allocation process enabled her to precisely track the claimancy's financial status in both the budget execution year and prior years.
- Oversight of the \$3 billion claimancy accounting operations which consistently provided timely and accurate reports and has been used as the benchmark for accuracy and clarity by both NAVCOMPT and the Assistant Secretary of Defense (Health Affairs). (ASD(HA)).
- Participated as the resource management representative, in a multi-disciplinary work group that evaluated health care alternatives at Naval Hospital, Millington. This group analyzed various methodologies for predicting health care costs in areas currently served by small hospitals. Ms. Aample personally presented the findings to the Surgeon General. The recommendations of this group were accepted for implementation.
- Produced over 25 analyses which addressed utilization patterns of the 8 million world wide medical eligible beneficiaries. Each Service's Surgeon General and senior executives at ASD(HA), used the results to enforce and manage a utilization management program that equitably distributed \$300 million in budget reductions.
- As Navy Medicine's representative on committees and working groups in participation with ASD(HA), she was recognized as a leader in developing relationships among the members which resulted in significant improvement of forecasting financial and manpower requirements. Her efforts resulted in a reduction of over \$20 million in CHAMPUS requirements during FY 1997.
- Directed the development and submission of the FY 1995 year end Quan/Qual report resulting in a billet file that was not only balanced, but balanced at the program element and AG/SAG levels of aggregation and ahead of the deadline. Claimancy 18 was the only Navy claimant that ended the year "in balance."

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Ms. Aample's many contributions to the mission of the NSHS and the Navy medical community are truly exceptional and reflect the highest standards of excellence. Her exemplary performance reflects great credit on her and are in keeping with the highest traditions of the Department of Navy. She is most deserving to be recognized by the Civilian Superior Service Award.

Sample Citation

NAVY SUPERIOR CIVILIAN SERVICE AWARD

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
8901 WISCONSIN AVENUE
BETHESDA MD 20889-5611

The Commanding Officer, Naval School of Health Sciences takes pleasure in presenting the Superior Civilian Service Award to

MS IMA X AAMPLE

for services as set forth in the following

CITATION

For superior service while serving as the Deputy Director, Budget Accounting and Statistical Division, Resource Management Department, Naval School of Health Sciences, Washington, D.C., from 1 January 1991 through 30 September 1995. Your unique combination of administrative experience, unwavering attention to division goals and your ability to manage detail while not losing sight of the mission enabled you to make outstanding contributions to the success of the Naval School of Health Sciences during a critical period of limited resources. As resource management representative for a multi-disciplinary work group, your organizational ability and farsighted knowledge of Navy medical health care costs enabled this high level meeting to be carried off with universal satisfaction of the participants and of the Navy medical community at large. Your leadership also has been indispensable, each year, to the timely organization and presentation of the annual Naval School of Health Sciences budget allocation and appropriation of funding to the field activities. Your executive skills and abilities have made a tremendous impact on Navy Medicine and are richly deserving of recognition. On behalf of the command, the Navy Medical Department, and the United States Department of the Navy, I extend my sincere appreciation for a job well done.

COMMANDING OFFICER
Medical Corps
United States Navy

Sample Package

Navy Meritorious Civilian Service Award

12451
(Office Code)
Date

MEMORANDUM

From: SUPERVISOR
To: COMMANDING OFFICER
Via: DIRECTOR
DIRECTOR FOR SUPPORT SERVICES (DFSS)

Subj: MERITORIOUS CIVILIAN SERVICE AWARD FOR DOCTOR FRANK N STEIN

(a) CCPOWASHDCINST 12451.1B

- (1) Award Justification
- (2) Citation

1. In November, Doctor Frank Stein will leave NSHS after 10 years of exceptional service to take a job at Navy's Director of Strategic Planning. During his employment at NSHS he was consistently an excellent performer, who made significant contributions to MED-08 as detailed in Enclosure (1). Enclosure (2) provides a proposed citation for this award.

2. Recommend that Doctor Stein be awarded the Meritorious Civilian Service Award per reference (a).

I. M. BOSS

Sample Justification

MERITORIOUS CIVILIAN SERVICE AWARD
JUSTIFICATION FOR
DOCTOR FRANK N. STEIN

Doctor Frank Stein has served at the Naval School of Health Sciences, Bethesda MD, for 10 years, from 1989 to 1998, in a variety of positions of increasing responsibility. Doctor Stein became a member of MED-08, Plans, Analysis, and Evaluation, as a Senior Strategic Planner, in 1994.

In his 4 years in MED-08, he has made a number of significant contributions to development, marketing, and implementation of the strategic planning process for Navy Medicine. He played a key role in the planning and conduct of the most recent update to Navy Medicine's strategic plan: Journey to Excellence: Meeting the Challenges of the Future. This included such activities as surveying commanding officers on progress to date on the original strategic plan in 1994, and participating in the planning offsite and coordinating the revision and publication process in 1995.

After the 1995 publication, Doctor Stein turned his attention to the issue of metrics and their importance in implementing the strategic planning process. He was instrumental in establishing metrics and performance measures and in detailing their importance in setting measurable objectives as part of the strategic planning process. Doctor Stein authored an article in Navy Medicine on the operational risk assessment process, developed flag officer briefs for the marketing of the planning process used at the annual Joint Medical Conference and other national meetings, and developed and presented strategic planning update workshops at the Surgeon General's Leadership Conference. Doctor Stein has been a highly dedicated and effective force in implementing strategic planning throughout Navy Medicine.

In 1996, much of his effort was focused on establishing the annual planning process both for Navy Medicine and within MED-08. He was responsible for much of the planning and coordination of the first Navy Medical Department Flag Annual Planning Offsite in October 1995 and coordinated the publication of the Navy Medical Department FY97 Annual Performance Report and FY98 Annual Performance Plan in December of 1996. In addition, he facilitated the MED-08 Annual Planning Offsite and coordinated the publication of the MED-08 FY97 Annual Performance Report and FY98 Annual Performance Plan.

Since the development of the MED-08 team concept in July 1997, Doctor Stein was Team Leader of the Strategy Focus Team and the Visionary Concepts Team. The former is responsible for developing recommendations on the future strategies of the Navy Medical Department's Strategic Plan. The latter develops and presents briefs to the flags on future issues affecting Navy Medicine. On both teams he displayed inspired and creative leadership.

Doctor Stein's contributions and achievements at the Naval School of Health Sciences go well beyond his duty assignments. He achieved several significant milestones in his professional development and served as a mentor to several other employees. He was an active participant in Toastmasters and in Naval School of Health Sciences sponsored tutoring programs. Doctor Stein was guest speaker at Naval Hospital Annapolis' Diversity program in 1996.

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Most recently, he received his certification as a Quality Manager through the American Society for Quality, one of the first Navy Medical Department civilians to do so.

During his tenure at the Naval School of Health Sciences, Doctor Stein has exhibited the highest standards of professional behavior and has served as an example for others to emulate. He has consistently taken on new challenges; continually sought to improve both academically and technically; and been a consistent and excellent performer.

Sample Citation

NAVY MERITORIOUS CIVILIAN SERVICE AWARD

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
2300 E STREET NW
BETHESDA MD 20889-5611

The Commanding Officer, Naval School of Health Sciences takes pleasure in presenting the MERITORIOUS CIVILIAN SERVICE AWARD to

Frank N Stein

in recognition of service set forth in the following

CITATION:

For exceptional meritorious service to the Navy Medical Department and the Department of the Navy as Health Systems Administrator and Specialist from June 1989 to September 1998. Using uncommon vision, astute judgement and keen insight, you provided superb advice, participation, and leadership on a wide array of issues related to strategic planning, managed care, and health care operations. Most importantly, your significant talents, contributions and performance played a major role in the development and implementation of the strategic planning process in the Navy Medical Department and will have a long term positive impact on the organization. Your participation and leadership were essential in the revision of the Navy Medical Department's Strategic Plan, (Journey to Excellence: Meeting the Challenges of the Future,) in the development of the Fiscal Year 1997 Navy Medical Department Annual Performance Plan, and in recognizing the important role of performance metrics to the planning process. In recognition of this long term commitment to excellence in health care planning, on behalf of the Navy Medical Department, I extend my sincere appreciation for a job well done.

COMMANDING OFFICER
Medical Corps
United States Navy

AWARD SUMMARY

1. NAME OF AWARD:

SPECIAL ACT AWARD/ON THE SPOT AWARD

2. REFERENCES: 5 CFR 451 and BUMEDINST 12451.4

3. JUSTIFICATION FOR AWARD:

a. A Special Act Award is designed to recognize a group, team, or individual achievement within normal responsibilities but above and beyond commonly expected performance or outside of normal job responsibilities. A special act is an exemplary effort of a nonrecurring nature. It can be connected with official duties (such as a special assignment) or in the public interest (such as an act of heroism).

b. Recommendation for a Special Act Award should be for an achievement that produces tangible or intangible benefits to the organization. (See attached tables.)

4. ELIGIBILITY: Any group, team, or civilian employee within NSHS.

a. When the award is for a group or team, all members of the group, including the supervisor or leader, should share in the award. The award may be shared equally or in proportion to each individual's contribution.

b. There is no limit to the number of Special Act Awards an employee may receive in any given period, either as an individual or as a member of a group. Note that employees cannot be recognized with two cash awards for the same achievement (e.g., Special Act, Group Special Act, On-the-Spot, Suggestion, Patent). A cash award may, however, be combined with a time off award; but only when the combined award is justified by the documented benefit.

5. REQUIRED DOCUMENTATION:

SF 52

Letter or memorandum of justification

Letter of appreciation

6. APPROVING OFFICIAL:

Commanding Officer awards from \$ 0001 through \$ 5,000

BUMED awards from \$ 5,001 through \$ 7,500

SECNAV: awards from \$ 7,501 through \$10,000

OPM: awards from \$10,001 through \$25,000 (via SECDEF)

President: awards over \$25,000

(NOTE: for awards through \$5,000 see Quality Recognition Awards)

7. APPROVAL PROCESS:

a. Prepare the proper documentation justifying award, a SF 52, and a presentation letter. Submit the award package via the chain of command.

8. PROCESSING TIME:

a. Within NSHS at least 30 days. Allow at least an additional 30 days for BUMED approval and another 30 days for higher approval authority.

AWARD: Cash award and certificate

Measuring the Benefits of Action
Tangible Benefits

Benefits, savings, or cost avoidance that can be measured in dollars They include savings on overhead items and accelerated labor rates.

Quick Guide for Calculating Awards Based on Tangible Benefits									
<u>Benefit</u>	<u>Award</u>	<u>Benefit</u>	<u>Award</u>	<u>Benefit</u>	<u>Award</u>	<u>Benefit</u>	<u>Award</u>	<u>Benefit</u>	<u>Award</u>
*		50,000	2,200	90,000	3,400	170,000	4,050	1,800,000	12,200
11,000	1,030	51,000	2,230	91,000	3,430	175,000	4,075	1,900,000	12,700
12,000	1,060	52,000	2,260	92,000	3,460	180,000	4,100	2,000,000	13,200
13,000	1,090	53,000	2,290	93,000	3,490	185,000	4,125	2,100,000	13,700
14,000	1,120	54,000	2,320	94,000	3,520	190,000	4,150	2,200,000	14,200
15,000	1,150	55,000	2,350	95,000	3,550	195,000	4,175	2,300,000	14,700
16,000	1,180	56,000	2,380	96,000	3,580	200,000	4,200	2,400,000	15,200
17,000	1,210	57,000	2,410	97,000	3,610	225,000	4,325	2,500,000	15,700
18,000	1,240	58,000	2,440	98,000	3,640	250,000	4,450	2,600,000	16,200
19,000	1,270	59,000	2,470	99,000	3,670	275,000	4,575	2,700,000	16,700
20,000	1,300	60,000	2,500	100,000	3,700	300,000	4,700	2,800,000	17,200
21,000	1,330	61,000	2,530	101,000	3,705	325,000	4,825	2,900,000	17,700
22,000	1,360	62,000	2,560	102,000	3,710	350,000	4,950	3,000,000	18,200
23,000	1,390	63,000	2,590	103,000	3,715	375,000	5,075	3,100,000	18,700
24,000	1,420	64,000	2,620	104,000	3,720	400,000	5,200	3,200,000	19,200
25,000	1,450	65,000	2,650	105,000	3,725	425,000	5,325	3,300,000	19,700
26,000	1,480	66,000	2,680	106,000	3,730	450,000	5,450	3,400,000	20,200
27,000	1,510	67,000	2,710	107,000	3,735	475,000	5,575	3,500,000	20,700
28,000	1,540	68,000	2,740	108,000	3,740	500,000	5,700	3,600,000	21,200
29,000	1,570	69,000	2,770	109,000	3,745	550,000	5,950	3,700,000	21,700
30,000	1,600	70,000	2,800	110,000	3,750	600,000	6,200	3,800,000	22,200
31,000	1,630	71,000	2,830	111,000	3,755	650,000	6,450	3,900,000	22,700
32,000	1,660	72,000	2,860	112,000	3,760	700,000	6,700	4,000,000	23,200
33,000	1,690	73,000	2,890	113,000	3,765	750,000	6,950	4,100,000	23,700
34,000	1,720	74,000	2,920	114,000	3,770	800,000	7,200	4,200,000	24,200
35,000	1,750	75,000	2,950	115,000	3,775	850,000	7,450	4,300,000	24,700
36,000	1,780	76,000	2,980	116,000	3,780	900,000	7,700	4,360,000	25,000#
37,000	1,810	77,000	3,010	117,000	3,785	950,000	7,950		
38,000	1,840	78,000	3,040	118,000	3,790	1,000,000	8,200		
39,000	1,870	79,000	3,070	119,000	3,795	1,050,000	8,450		
40,000	1,900	80,000	3,100	120,000	3,800	1,100,000	8,700		
41,000	1,930	81,000	3,130	125,000	3,825	1,150,000	8,950		
42,000	1,960	82,000	3,160	130,000	3,850	1,200,000	9,200		
43,000	1,990	83,000	3,190	135,000	3,875	1,250,000	9,450		
44,000	2,020	84,000	3,220	140,000	3,900	1,300,000	9,700		
45,000	2,050	85,000	3,250	145,000	3,925	1,350,000	9,950		
46,000	2,080	86,000	3,280	150,000	3,950	1,400,000	10,200**		
47,000	2,110	87,000	3,310	155,000	3,975	1,500,000	10,700		
48,000	2,140	88,000	3,340	160,000	4,000	1,600,000	11,200		
49,000	2,170	89,000	3,370	165,000	4,025	1,700,000	11,700		

* For a benefit up to \$10,000 the award is 10 percent

** Awards over \$10,000 require the approval of the Office of Personnel Management.

Maximum award authorized by the Office of Personnel Management. A Presidential Award of up to \$10,000 may be paid in addition to the \$25,000.

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Intangible Benefits

Determining Award Amounts Based On Intangible Benefits

Intangible benefits may occur where specific monetary savings cannot be determined or there are intangible benefits in addition to specific monetary savings. Examples of results leading to intangible benefits are improvements in safety, fleet readiness, or reliability. For amounts based on intangible benefits, an award range is determined based on the VALUE OF BENEFIT and the EXTENT OF APPLICATION. Using the descriptions in Figure 1, assign the appropriate point value to each category. Then total the point(s) and select an amount from the appropriate award range shown in Figure 2.

Figure 1
VALUE OF BENEFIT

Moderate (1)	Substantial (2)	High (3)	Exceptional (4)
Change or modification of and operating principle or procedure which has value sufficient to meet the minimum standard for a cash award; an improvement of rather limited value of a product, activity program or service to the public.	Substantial change or modification of an operating principle or procedure, an important improvement to the value of a product, activity, or service to the public.	Complete revision of a basic principle or procedure; a highly significant improvement to the value of a product, major activity or program, or service to the public.	Initiation of a new principle or major procedure; a superior improvement to the quality of a critical product, activity, program, or service to the public.

EXTENT OF APPLICATION

Limited (1)	Extended (2)	Broad (3)	General (4)
Affects functions, mission, or personnel of one office, facility, or installation, or an organizational element of a headquarters. Affects a small area of science or technology.	Affects functions, mission, or personnel of several offices, facilities or installations. Affects an important area of science or technology.	Affects functions, mission, or personnel of an entire regional area of command. May be applicable to all of an independent agency or a large bureau. Affects a broad area of science or technology.	Affects functions, mission, or personnel of several regional areas or commands, or an entire department or large independent agency, or is in the public interest throughout the nation or beyond.

Figure 2
Value of points

POINTS	VALUE
2	\$ 25 - \$ 500
3	\$ 501 - \$ 750
4	\$ 751 - \$ 1,000
5	\$1,001 - \$ 1,500
6	\$1,501 - \$ 3,150
7	\$3,151 - \$ 6,300
8	\$6,301 - \$10,000

Sample Package

SPECIAL ACT AWARD / ON THE SPOT AWARD - GROUP

12451
(Office Code)
date

MEMORANDUM

From: SUPERVISOR
To: COMMANDING OFFICER
Via: DIRECTOR
DFSS
DFF

Subj: SPECIAL ACT AWARD FOR THE NSHS NAVY WORKFORCE UTILIZATION TEAM

Encl (1) Letter of Appreciation
(2) SF 52

1. The Naval School of Health Sciences (NSHS) Navy Workforce Utilization Team was designated in April 1998 to represent NSHS on the Navy-wide Workforce Utilization Review Effort (NWURE). This team's dedicated efforts and outstanding contributions over the almost four month life of this project were very significant in establishing NSHS's positions on workforce utilization. While spending over 50% of their time preparing for and attending numerous meetings, team members were also able to perform their regular duties in a sufficient manner to ensure that major functions were accomplished. This team should be highly commended for their efforts and contributions. Enclosure (1) provides a proposed letter of appreciation for this award.

2. Recommend that this team be awarded a Special Act Award with a monetary award of \$8,000 to be shared among the team members. Enclosure (2) provides a SF 52 for the monetary award.

LEE DERRSHIP

Sample Letter

SPECIAL ACT AWARD / ON THE SPOT AWARD- GROUP

LETTER OF APPRECIATION

1. I extend my sincere appreciation for your outstanding efforts as a member of the Naval School of Health Sciences Navy Workforce Utilization Review Team and your role in defining the Bureau's positions at the Navy level. Your dedication and willingness to put forward the needed effort were instrumental in ensuring a timely, comprehensive, and productive review of the categorization and measurement standards of work performed by Navy civilian personnel in general and Navy medical personnel specifically.

2. Especially noteworthy was the way you, working as part of a team, accepted and accomplished an assignment, not totally within your normally assigned duties, in an effective and efficient manner. Your abilities and efforts contributed greatly to the timely and critical development and compiling of workload data and standards that enabled the Navy to accumulate valuable information for a unique and important endeavor. Formulating, coordinating, reviewing, and defending Naval School of Health Sciences philosophy and positions required significant effort, especially to meet the short deadline assigned to this critical project.

3. Your outstanding effort and responsiveness to the demands of this project ensured a timely and meaningful review was completed and that each phase of the process met requirements. Your work has reflected great credit on you and the Naval School of Health Sciences. For this, I wish to personally thank you for a job well done.

L .F NELSON

Sample Package

SPECIAL ACT AWARD / ON THE SPOT AWARD - INDIVIDUAL

12451
(Office Code)
date

MEMORANDUM

From: SUPERVISOR
To: COMMANDING OFFICER
Via: DIRECTOR
DFSS
DFF

Subj: ON THE SPOT / SPECIAL ACT AWARD FOR MR. CY TAYSHUN

Ref: (a) SECNAVINST 12451.3

Encl: (1) Award Justification
(2) Citation

1. As NSHS's Operations Security Officer, Mr Cy Tayshun has developed and administered an exemplary program from February 1995 to October 1996. His direct efforts have taken a fledgling operation and developed it into a model program within the medical community. He has been a consistently excellent performer, who has made significant contributions to NSHS, as detailed in Enclosure (1) . Enclosure (2) provides a proposed citation for this award.

2. Recommend Mr. Tayshun be awarded a Special Act Award with a monetary award of \$6,000 per reference (a).

I. M. BOSS

Sample Justification

SPECIAL ACT AWARD

Mr. Cy Tayshun, in his position as the Operations Security Officer, Naval School of Health Sciences (NSHS), developed and administered NSHS's Operations Security (OPSEC) program from February 1995 to October 1996. He was directly responsible for the overall coordination of OPSEC programs at NSHS and its field activities. This included the planning, programming, and monitoring of resources allocated for the development and procurement of related facilities and equipment, as well as oversight and direction of a \$6.9 million budget. Mr. Tayshun was also responsible for the execution and evaluation of the field activities' information technology programs and coordination of NSHS's involvement in the Department of Defense's Technology Network. Among his many accomplishments, during this time, are:

- o Developed and implemented an entire new process for identifying and resolving OPSEC issues. The new process significantly reduced evaluation and resolution time and ensured resolution of issues by critical need vice fair sharing of resources.
- o Resolved several major military construction (MILCON) issues involving perimeter defense and collateral equipment requirements at NSHS field activities. His direct intervention, analysis, and recommended solutions resulted in a total of \$5 million savings of which \$2 million were MILCON and \$3 million were collateral equipment funds.
- o Developed a quality assurance baseline assessment to identify and eliminate duplicate requirements and unnecessary expenditures. Areas of primary concern were perimeter security, OPSEC equipment, and secure communications. He brought rationality and order to the NSHS Operations Research Plan, which his baseline assessment supported. This effort resulted in cost avoidance of approximately \$1 million. These funds were used to procure other priority requirements that otherwise could not have been obtained.
- o Served as the field activity representative in OPSEC reviews in which requirements were determined, priorities established, and funds budgeted for equipment. He conducted in depth analysis and needs assessment and coordinated a single NSHS priority requirements list where previously no centralized list had been developed. This effort and his direct involvement ensured NSHS field activity requirements were properly recognized and Navy funding distribution recognized NSHS priority requirements.
- o Developed an OPSEC information data base which tracked priorities, available equipment, and fund expenditures. As opposed to previous methods of simply pro-rating OPSEC funds and equipment, this data base and his expertise in security matters enabled NSHS to purchase and distribute OPSEC equipment by priority needs.

Mr. Tayshun consistently distinguished himself by developing and implementing a viable OPSEC equipment procurement program during a time of tightening budget constraints; by establishing accurate data on required and procured equipment to ensure proper and most efficient utilization of limited OPSEC funds; and by cultivating and maintaining close relationships with field

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activity and higher authority counterparts to ensure a positive environment that focused on the real OPSEC needs of the medical community.

Sample Citation

SPECIAL ACT AWARD

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
8901 WISCONSIN AVENUE
BETHESDA MD

The Commanding Officer, Naval School of Health Sciences takes pleasure in presenting a SPECIAL ACT AWARD to

Cy Tayshun

in recognition of achievements set forth in the following

CITATION

For outstanding contributions to the Naval School of Health Sciences, Bethesda, as the Operations Security Officer from February 1995 to October 1996. With initiative and dedication, you developed and administered the Naval School of Health Sciences' Operations Security Program, taking a fledgling effort and developing it into a viable and model program. Most importantly, your exceptional talents, contributions, and performance played a significant role in reducing OPSEC costs and focusing limited resources on the critical projects most deserving of attention. Your participation and leadership were essential in meeting the challenges of developing a new program and process. In recognition of your significant efforts and commitment to excellence in operations security, I present this award and extend my sincere appreciation.

COMMANDING OFFICER
Medical Corps
United States Navy

AWARD SUMMARY

1. NAME OF AWARD: NSHS COMMANDING OFFICER'S AWARD

2. REFERENCE: N/A.

3. PURPOSE OF AWARD:

The purpose of the Commanding Officer's Award is to recognize career Civil Service employees who, through exceptional leadership, initiative, or dedication, have championed, promoted, worked towards, or helped accomplish the Navy Medical Department's goals as set forth in its Strategic Plan. Employees who have made substantial contributions to improve the efficiency, effectiveness, productivity, and image of NSHS through a significant special achievement or sustained outstanding and distinguished performance may be considered for this award.

4. CRITERIA: The Commanding Officer, NSHS will use the following criteria to judge each nominee's accomplishments as they relate to the mission, vision, and goals of the Strategic Plan:

Special Achievement

- a. Measurable efficiency and effectiveness improvements resulting from a special achievement.
- b. Impact of the improvement(s) on the Naval School of Health Sciences.
- c. Personal leadership or involvement in the achievement.
- d. Duration of benefits resulting from the achievement.

Distinguished Career

- a. Sustained superior performance over years of service at NSHS.
- b. Variety of exceptional achievements.
- c. Complexity of assignments and scope of duties and responsibilities in comparison to series and grade of nominee.
- d. Professional standards and conduct, which bring high credit to the individual and NSHS.
- e. Personal integrity and dedication to NSHS.

5. JUSTIFICATION FOR AWARD: The Commanding Officer's Award recognizes an individual whose superior professional achievements, sustained or short term, have supported the planning, development, or accomplishment of the Navy Medical Department's mission, vision, and goals as set forward in its Strategic Plan. (The occasion of transfer, retirement, personal, or scholastic achievement, in and of themselves, are not sufficient to warrant this award.)

6. ELIGIBILITY: Any civilian employee within NSHS

REQUIRED DOCUMENTATION:

- a. Letter or memorandum of justification
- b. Citation

8. APPROVING OFFICIAL: Commanding Officer

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9. APPROVAL PROCESS: Prepare the proper documentation justifying award and the proposed citation. Submit the award package via the chain of command. Must be endorsed by the nominee's Director or equivalent level.

10. PROCESSING TIME: Once a year in response to deadline set by call for nominations.

11. AWARD: Plaque and citation.

12. NOMINATION FORMAT:

a. Nominations can be made by anyone but must be endorsed by the individual's Director or equivalent level. Nominations of non-NSHS employees must be endorsed by the Commanding Officer.

b. Each nomination package must include the following:

(1) A transmittal letter signed by the nominator and endorsed by the nominee's Director.

c. Name, job title, series, grade, and code of nominee and a brief "biographical sketch" of the nominee to include such things as a description of current duties, background (education, training, etc.), significant or notable accomplishments, previous awards, and recognition, etc.

d. No more than a one page (double-spaced) narrative specifically describing the nominee's accomplishments that meet the selection criteria

Brief citation to be read at time of award presentation

Sample Package

NSHS COMMANDING OFFICER'S AWARD

12451
(Office Code)
date

MEMORANDUM

From: INDIVIDUAL
To: COMMANDING OFFICER
Via: DIRECTOR

Subj: COMMANDING OFFICER'S AWARD NOMINATION FOR MR. ALEX WINNER
Encl: (1) Award justification
(2) Citation

1. Mr. A. Winner is nominated for the Commanding Officer's Award as set forth in enclosure (2). His recent accomplishments and dedication to improving the efficiency and effectiveness of NSHS administrative processes and operations make him a deserving candidate for this award. Enclosure (1) provides a proposed citation for this award.

2. Recommend that Mr. Winner be recognized for his significant contributions by being awarded the NSHS Commanding Officer's Award.

I M. BOSS

Sample Bio Sketch
NSHS COMMANDING OFFICER'S AWARD

Name: Mr. Alex Winner
Job: Mail Clerk
Series/Grade:GS-305-05
Code: MED-12

Mr Winner has been an employee of the Naval School of Health Sciences for 9 years. He began working in the Mail and Distribution Section as a GS-02 mail handler and quickly progressed to his current position and grade. His current duties include overseeing the receipt, handling, processing, and distribution of Navy official mail and ensuring the proper, but most economical and efficient, use of classes of mail and postal services to meet security, accountability, and delivery requirements.

Mr Winner has been recognized twice in the last 4 years as a Naval School of Health Sciences Civilian-of-the-Quarter and in 1997 was selected as the Civilian-of-the-Year. He has consistently, since 1994, received outstanding performance evaluations and performance bonuses. He has been recognized previously with several letters of commendation; two significant cash awards (1995 and 1998) for outstanding contributions; several time off awards; and a QSI (1997). Recently, he has been working towards an associate degree in Business Administration, taking night courses at Fairfax Community College.

Sample Justification

As a dedicated and outstanding employee of the Naval School of Health Sciences, Mr. Winner is truly deserving of recognition by presentation of the Commanding Officer's Award, not only for his past accomplishments, but for his recent work and achievements improving business practices in direct support of the strategic plan. This past year, Mr. Winner worked independently, with other command personnel, and with other mail service offices to improve the process of mail distribution within the Naval School of Health Sciences. Through his direct efforts, research, and effective recommendations not only was the average distribution time of routine correspondence reduced by 1 day, but the accuracy of delivery was increased to 90 percent over the last 4 months. In addition, Mr. Winner was an integral member of a Naval School of Health Sciences Process Action Team which reviewed and recommended various new and upgraded printing and reproduction equipment for the command's Support Services Branch. The resulting new automation and upgrades will produce annual savings to the Naval School of Health Sciences of over \$10,000 in printing and support costs.

Also, this past year, severe weather caused flooding in the ground floor of Building 4 and, thus, threatened damage to the Video Conference Center; Mr. Winner was one of the first employees to assist in quickly securing the sensitive equipment and later volunteered to assist with the weekend clean up and restoration of the affected rooms.

Mr. Winner, in addition to fulfilling his regular duties in an exceptional manner, is a strong advocate of the command's morale and welfare programs as demonstrated by his involvement in several committees and teams. A past member of the Command Assessment Team (CAT), he has served this year on the command's Health Promotion Team, was intimately involved with the Cultural Awareness Program, participated in the Black History Month Program, and participated on the Naval School of Health Sciences softball team. These achievements will have a lasting positive influence on the job satisfaction among all Naval School of Health Sciences staff.

Sample Citation

NSHS COMMANDING OFFICER'S AWARD

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
8901 WISCONSIN AVENUE
BETHESDA MD 20372-5300

The Commanding Officer, Naval School of Health Sciences takes pleasure in presenting the NSHS COMMANDING OFFICER'S AWARD to

Alex Winner

For outstanding contributions to the Naval School of Health Sciences as set forth in the following

CITATION:

Mr. Winner has distinguished himself throughout his employment at the Naval School of Health Sciences. In addition to his many past accomplishments, his continued commitment to excellence has been demonstrated by recent achievements resulting in improved business practices at the Naval School of Health Sciences. These accomplishments include revising mail delivery processes to achieve a reduction in delivery time and an improvement in delivery accuracy and in automating and upgrading the command's printing and reproduction capabilities. In addition, Mr. Winner went above and beyond the call of duty by volunteering his time and energies to assist in saving some expensive and sensitive video-teleconferencing equipment from certain damage as a result of building flooding. His concern for his fellow employees is continually demonstrated by his willingness to unselfishly serve on various morale and welfare committees, most recently the Health Promotion Team and the Cultural Awareness Committee.

COMMANDING OFFICER
Medical Corps
United States Navy

AWARD SUMMARY

1. NAME OF AWARD QUALITY STEP INCREASE
2. REFERENCES: DoD 1400.25-M subchapter 451.
3. JUSTIFICATION FOR AWARD: The purpose of a Quality Step Increase (QSI) is to provide appropriate incentive and recognition for excellence in performance by granting a faster than normal salary step increase. The demonstrated sustained performance must be of high quality significantly above that expected at the "Acceptable" level (i.e., exceeded the "Acceptable" criteria depicting excellent or high quality work provided ahead of schedule and with less than normal supervision). The work performance should have made a significant contribution to NSHS's mission. There must be a genuine expectation of the high quality performance continuing in the future.
4. ELIGIBILITY: Any civilian employee within NSHS with an "Acceptable" rating. (Note: An employee is eligible for only one QSI within any 52-week period.)
5. REQUIRED DOCUMENTATION: Letter or memorandum of justification.
6. APPROVING OFFICIAL: Commanding Officer.
7. APPROVAL PROCESS: Employee's immediate supervisor may recommend the employee using the most recent annual performance appraisal as justification for the award. If the most recent appraisal is over 60 days old, further written justification is required. The supervisor should prepare the proper documentation justifying the award and forward it with a cover memo. The recommendation is submitted via the chain of command and Director for Finance and Director for Support Services to the Commanding Officer.
8. PROCESSING TIME 30 days.
9. AWARD:
 - a. One step increase in salary at current grade
 - b. Certificate.

Sample Memorandum

QUALITY STEP INCREASE

12451
(Office Code)
date

From SUPERVISOR
To: COMMANDING OFFICER
Via: DIRECTOR
DFF
DFSS

Subj QUALITY STEP INCREASE FOR MS. DEE SERVING

Ref: (a) DoD 1400.25-M

Encl: (1) Performance Evaluation of Ms. Dee Serving
(2) QSI certificate and SF 52

1. Ms. Dee Serving has performed all of her duties in an excellent manner. Throughout this past year, Ms. Serving attained and sustained a high level of performance and accomplishment. She handled all of her assignments in a professional manner; completing them accurately and on time. Her work on DAWIA and military manpower is especially noteworthy. She supported several military manpower subspecialty and other reviews. She worked closely and effectively with senior management to ensure accurate accounting and tracking of military billets.

2. In addition to her regularly assigned duties, Ms. Serving readily accepted assignments beyond the current scope of her job. Specifically, she was selected by senior management to assist throughout the year with several Joint Assistant Commanders' Group efforts. Her responsibilities included representing the command and the Navy in the areas of logistics and protocol. In performing these duties with her usual efficiency and effectiveness, Ms. Serving was looked upon by all as the "resident expert."

3. Because of this great support and sustained performance over the past year and with a clear expectation this level of performance will continue, Ms. Dee Serving is recommended for and has truly earned a Quality Step Increase.

4. Enclosure (1) is a copy of her most recent performance evaluation. Enclosure (2) is a certificate and SF 52 for signature.

I M. BOSS

AWARD SUMMARY

NAME OF AWARD: CIVILIAN OF THE QUARTER/YEAR

- a. Senior and Junior Civilian of the Quarter
- b. Civilian of the Year

2. REFERENCE: N/A

3 JUSTIFICATION FOR AWARD:

- a. Command involvement
- b. Community involvement
- c. Education and training
- d. Accomplishments during the quarter
- e. Rating of the following: initiative, dependability, courtesy, competence, acceptance of responsibility, helpfulness, ideas, and attitude.
- f. Brief justification

4. ELIGIBILITY

- a. Senior Civilian in grades GS-8 and above, Junior Civilian GS-1 through GS-7.
- b. Employed at NSHS for at least 3 months as of the end of the quarter for which nominated.
- c. Received a pass for performance rating during 12 months before end of quarter for which nominated.

REQUIRED DOCUMENTATION: Letter or memorandum of justification

6. APPROVING OFFICIAL: Commanding Officer

7 APPROVAL PROCESS:

- a. DFSS requests nominations.
- b. Supervisor or coworker submits nomination for Civilian of the Quarter/Year via Supervisor, Division Officer, or Director.
- c. Awards Board reviews packages.
- d. Awards Board submits recommendation to Commanding Officer.
- e. Awards Board reviews all Civilian of the Year nominations and recommends one as Civilian of the Year.
- f. Awards Board submits recommendation to Commanding Officer, NSHS.

8 PROCESSING TIME Must submit to meet committee deadlines

9 AWARD

- a. Civilian of the Quarter: Letter of Commendation and plaque
- b. Junior and Senior: Junior cash award of \$500 or 2 days off decided by the individual Senior cash award of \$750 or 3 days off decided by the individual photograph displayed on quarterdeck.
- c. Civilian of the Year: Junior cash award of \$1000 or 3 days off decided by the individual Senior cash award of \$1500 or 4 days off decided by the individual.

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- d. Letter of Commendation and plaque.
- e. Photograph displayed on quarterdeck

Sample Recommendation

Civilian of the Quarter/Year

CIVILIAN OF THE QUARTER AWARD NOMINATION JUSTIFICATION

Ms. Kay Pawbull is nominated for civilian of the quarter, 3rd quarter 1998. During this timeframe she was instrumental in providing continuity and enhancing communication during a period of transition in a division experiencing new leadership. She ensured the routine matters at hand such as reports, machine maintenance, budget, and supply were all organized and accomplished without fanfare, despite new policies being instituted. Her input and attention to details were critical during the implementation of new civilian evaluations. Her assistance with co-workers' travel arrangements, diligent tracking of supplies and budget, and meticulous tracking of civilian timekeeping was instrumental in keeping the division operating smoothly during the transition period. Ms. Pawbull's careful monitoring, prioritization, and forwarding of the Division Director's e-mails and phone messages during two lengthy periods of leave ensured continuation of daily business and communication. Her positive outlook and interest in keeping morale at high levels was evidenced by her organization of birthday celebrations, voluntary support of command and division functions, and daily support of co-workers' needs. Ms. Pawbull is an outstanding employee and ardent supporter of Navy Medicine. Her knowledge, capabilities, and contributions far exceed the requirements for her job. She is most deserving of the title of Civilian of the Quarter.

Sample Recommendation

CIVILIAN OF THE QUARTER/YEAR

Mr. Art Testry is an excellent employee with an outstanding performance record. Accepting any challenge, he internally supported and oversaw the implementation of our newly created administrative support office and effectively managed the distribution of approximately 200 health care delivery related taskers and Power Point briefs per month. Always willing to go the extra mile for the MED-39 team, Mr. Testry consistently met all deadlines and did so with an effective demeanor and a cheerful smile. Looking to improve efficiency within MED-39, he planned, developed, and managed the first ever MED-03 central filing system for tasking all completed internal and external taskers. Mr. Testry is a pleasure to work with and it is my extreme honor to nominate him for this award.

AWARD SUMMARY

1. NAME OF AWARD: CIVILIAN SUPERVISOR OF THE YEAR
2. REFERENCE: N/A.
3. JUSTIFICATION 3 FOR AWARD
4. JUSTIFICATION FOR AWARD: The purpose of the Civilian Supervisor of the Year Award is to officially recognize the civilian supervisor who best practices and accomplishes supervisory knowledge, skills, and abilities. The supervisor must have demonstrated a concern for their employees, an outstanding performance in his/her role as a supervisor, and knowledge of the current rules and policies of personnel management.
5. ELIGIBILITY: Any civilian who has been a supervisor (signs Personnel Annual Review (pars) for and individual) for at least 6 months and employed at NSHS at least 6 months with an "Pass" rating.
6. REQUIRED DOCUMENTATION: Memorandum of Justification endorsed by the supervisor's Director or equivalent level.
7. APPROVING OFFICIAL: Commanding Officer
9. APPROVAL PROCESS: Any employee may submit a memorandum, in response to the call for nominations, nominating a NSHS supervisor for recognition. The recommending letter should address the nominee's qualifications. Submit the award recommendation via the chain of command to the Commanding Officer.
10. PROCESSING TIME Deadline established at time of call for nominations.
11. AWARD:
 - a. Letter of Commendation
 - b. Name Plate (designating "Supervisor of the Year")
 - c. Time-Off Award (8 hours)

Sample Recommendation

CIVILIAN SUPERVISOR OF THE YEAR

Ms. Sue Pervisor is nominated as 1998 Civilian Supervisor of the Year. Throughout this past year, Ms. Pervisor continually demonstrated her knowledge of supervisory procedures and her skills in applying that knowledge to everyday situations. As the Head of the Field Management Branch, she was able to meet several significant challenges and successfully lead her Branch in accomplishing its mission.

Faced with personnel shortages for a significant portion of the year, she lead her staff in meeting critical milestones and accomplishing their major work in a timely and effective manner. Her deft management skills were further demonstrated during a one-month period when, in addition to her normal duties and responsibilities, she was asked to fill in for the Division Director, while he was on extended travel. Through her leadership, the Field Management Branch was able to review and revise procedures for field activity submissions, reducing development and processing time in the field by an average of two weeks.

Ms. Pervisor ensured that newly hired individuals quickly became active and contributing members of the team through an aggressive training plan that incorporated both classroom and on-the-job training. In addition, another member of the staff was able to acquire valuable experience through a two-month developmental assignment at a field activity. This is an innovation to the Division that Ms. Pervisor developed and encouraged.

A dedicated and attentive supervisor, Ms. Pervisor further demonstrated her concern for fellow NSHS employees by serving as a mentor to a junior management analyst. In addition, she served on this past year's Multi-Culture Awareness/Command Picnic Organizing committee and she is a member of the Command Career Development Team.

AWARD SUMMARY

NAME OF AWARD QUALITY RECOGNITION AWARD

2. REFERENCES: SCFR 451 and SECNAVINST 12451

3. JUSTIFICATION FOR AWARD: The Quality Recognition Award is a NSHS "Special Act or Service" award designed to recognize and provide reinforcement of sustained or short term efforts or a one time achievement by an employee resulting in quality service with a significant connection and value to the immediate mission of NSHS.

(NOTE: see tables under "Special Act Award" for determining award amount

4. ELIGIBILITY Any civilian employee

5. REQUIRED DOCUMENTATION:

- a. Forwarding memorandum
- b. Justification for award
- c. Letter of Appreciation or Citation
- d. (detailing the effort(s) or achievement(s) worthy of recognition)
SF 52

6 APPROVING OFFICIAL: Commanding Officer

7. APPROVAL PROCESS: Prepare the proper documentation justifying the award. Submit the award package via the chain of command.

8. PROCESSING TIME: 20 days.

9 AWARD

- a. Cash award (\$25 through \$5,000).
- b. Letter of Appreciation or Citation

Sample Package

QUALITY RECOGNITION AWARD
INDIVIDUAL

12451
(Office Code)
date:

MEMORANDUM

From: SUPERVISOR
To: COMMANDING OFFICER
Via: (1) DIRECTOR
(2) DFSS
(3) DFF

RECOMMENDATION FOR QUALITY RECOGNITION AWARD

(a) CCPOWASHDCINST 12451.1B

Encl (1) Narrative Justification
(2) Proposed Citation
(3) SF 52

1. Ms. Rhoda Dendrun is recommended for a \$1,000 Quality Recognition Award. Justification for this award is provided in Enclosure (1). Enclosure (2) provides the proposed citation for this award and Enclosure (3) is the SF 52 for processing the monetary award.

2. My point of contact for coordinating this request is Mr. Gerry Attrick, MED-1234, who can be reached at 555-1234.

Sue Pervisor

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Sample JustificationQUALITY RECOGNITION AWARD - INDIVIDUAL

During the period February through July 1996, Ms. Rhoda Dendrun provided sustained superior performance as the Senior O&M,N Budget Analyst in the Budget Division, NSHS. During this period, she performed her duties superbly, often without direct supervision, owing to the fact that her immediate supervisor was often absent due to long term training commitments. As the senior analyst, she closely monitored the funding acquisition and allocation; providing detailed analysis and justification to ensure funds were allocated efficiently and effectively per established procedures. She provided the field activities and NSHS headquarters with invaluable training, advice, and support in connection with the budget preparation, data collection, and analysis.

In connection with this effort, she prepared and distributed the fiscal year annual planning budget trails. The accuracy and thoroughness of these trails ensured that each of her customers could precisely track the funding for multiple programs from one fiscal year to the next. This was critical in eliminating "gaming" in the process that had occurred in several previous years.

She carried out her oversight responsibilities for the initial distribution of NSHS's fiscal year O&M,N budget of \$3 billion in a very professional manner. She fostered an atmosphere of cooperation and volunteered to train senior management personnel who will become "champions" of their programs in the next FY POM 98 process. She developed detailed tracking records that enabled her to provide precise budget information to senior decision-makers. In addition, she provided monthly resource management updates, briefing information for the Commanding Officer, NSHS and the NSHS flag officers.

In view of the above accomplishments and outstanding achievements, Ms. Dendrun is truly deserving of a Quality Recognition award in the amount of \$1,000.

Sample Letter

QUALITY RECOGNITION AWARD - INDIVIDUAL

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
8901 WISCONSIN AVENUE
BETHESDA MD 20372-5300

The Commanding Officer, Naval School of Health Sciences takes pleasure in presenting a QUALITY RECOGNITION AWARD to

MS. RHODA DENDRUN

in recognition for service as set forth in the following

CITATION:

For outstanding meritorious service as the Senior Operations and Maintenance, Navy Budget Analyst in the Budget Division, Naval School of Health Sciences, Bethesda, from February through July 1996. Ms. Dendrun has made a significant impact on the budget formulation process. She has provided the field activities and NSHS headquarters with invaluable training, advice, and support. In addition to monitoring NSHS' nearly \$3 billion budget, she volunteered to help train the NSHS single digit codes who will become "champions" of their programs in reengineering the FY 98 POM process. She also provided the general direction, coordination and many of the detailed analyses required in the NSHS Operations and Maintenance, Navy budget. Most notably, she performed superbly in all aspects of her duties given that her immediate supervisor was absent for several months due to long term training. She is the consummate analyst, always striving to do the best job possible. Ms. Dendrun's exceptional initiative and devotion to duty reflected great credit upon herself, this Naval headquarters, and were in keeping with the highest traditions of the Federal service.

COMMANDING OFFICER
Medical Corps
United States Navy

AWARD SUMMARY

1 NAME OF AWARD TIME OFF FROM DUTY

2. REFERENCE: HROWASHDCINST 12451.1

3. JUSTIFICATION FOR AWARD:

a. High quality contribution involving difficult or important project or assignment.

b. Displaying special initiative and skill in completing an assignment or project before the deadline.

c. Using initiative and creativity in making improvements in a product, activity, program, or service.

d. Ensuring the mission of the unit is accomplished during a difficult period by successfully completing additional work or a project assignment while maintaining the employee's own workload period by successfully completing additional work or a project assignment while maintaining the employee's own workload.

e. Accomplishing a specific, one time, or special assignment that requires extra effort or results in the organization receiving recognition for responsiveness to un-programmed requirements.

f. Sustaining a high level of performance for an extended period.

g. Submitting a suggestion that has been adopted, but not eligible for cash award.

h. Other similar accomplishments or achievements.

(NOTE: see attached for recommended scale for determining award level.)

4 ELIGIBILITY: Any civilian employee of NSHS

5. REQUIRED DOCUMENTATION: SF 52

6 APPROVING OFFICIAL:

a. Immediate Supervisor for award not to exceed 8 hours

b. Commanding Officer for award in excess of hours.

APPROVAL PROCESS:

a. Complete SF 52.

b. Submit package through chain of command

c. Commanding Officer or designee signs SF 52,

d. Forward package to Civilian Personnel Liaison (DFSS).

e. DFSS verifies completeness of forms and forwards package via chain of command to the Commanding Officer for approval of SF 52.

(Note: see instruction for scheduling and use of time off awards.)

PROCESSING TIME: 1 week

8 AWARD: Approved by immediate supervisor: Not to exceed 8 hours.
Approved by Commanding Office: Up to maximum defined by limitations

(Limitations: maximum time off granted during leave year: 80 hours
maximum time off granted for single contribution: 40 hours)

Sample Justification

TIME-OFF AWARDS PROGRAM

1	Name of Awardee	2	Employee Number	3	Date
	Wurcked, Ober		123-45-6789		2/29/1999

4.	Nature of Action Code/Legal Geographical Code	5	Authority Code 872/V3E
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6 Number of hours of
(for SF 50 processing) time off granted

7. Justification for Award (Summary statement explaining how the employee met one or more of the criteria for a time off award)

The staff in MED-58 has encountered many changes this past year. This time off is awarded in recognition of several achievements and the accomplishment of several additional requirements. The achievements include: consolidation of two divisions with physical relocation of the majority of the staff (some were relocated several times due to renovations); institution of a new data base contract requiring significant extra effort in identifying processes and data fields; meeting with contractors to identify data input screens and reports; entering data into two systems to test the new system; developing new workflow processes; transitioning from paper files to electronic files, including purging and scanning records; increased training requirements to learn new systems, procedures, and software; increased training internal to the division consolidation efforts; rewriting all position descriptions and critical elements; identification of workflow processes; and orientation of several new staff members and training of other members due to job reassignments within the division. These efforts are beyond the normal responsibilities of Mr. Wurcked.

8.	Awarded by (name and title)	9	Date (month/day/year)
	D. Manding, LCDR, MSC, USN Head, Training Division		2/29/1999

AWARD SUMMARY

- 1 NAME OF AWARD: LETTER OF APPRECIATION
- 2 REFERENCE: N/A
- 3 JUSTIFICATION FOR AWARD: A Letter of Appreciation is used to commend or express appreciation to an employee for accomplishments, deeds, acts, or efforts that, while of lesser scope than those deserving of more substantial recognition, are still worthy of official acknowledgement. These letters provide an official recognition from the management of an employee's efforts or contribution to a project or task that is of benefit to NSHS.
- 4 ELIGIBILITY: Any NSHS civilian employee.
- 5 REQUIRED DOCUMENTATION Letter of Appreciation
- 6 APPROVING OFFICIAL: Commanding Officer
- 7 APPROVAL PROCESS:
 - a Prepare the Letter of Appreciation.
 - b Route through Chain of Command to appropriate level of signature.
- 8 PROCESSING TIME:
 - a 20 days for letter signed by Commanding Officer
 - b 1 week for letter signed by Director
- 9 AWARD: Letter of Appreciation

Sample

LETTER OF APPRECIATION

From Individual
To: Ms. Freda Fantastic

Subj LETTER OF APPRECIATION

1. I wish to extend my sincere appreciation for your exceptional efforts in support of myself personally as well as the Strategic Management Group and the Naval School of Health Sciences. Your dedication and willingness to put forward the needed effort was instrumental in ensuring an efficient and effective office and in providing timely, accurate, and complete work products.

2. To be truly effective, an executive needs the assistance of dedicated and loyal people who give unselfishly of themselves to ensure the accomplishment of the assigned mission. You have always proven to be such an individual. Your dedication and efforts were crucial in ensuring the Group's numerous tasks, vital to the accomplishment of the Naval School of Health Sciences's overall mission, were properly scheduled, well coordinated, and accomplished in a timely manner. Your extraordinary contributions to the support of the Group, in particular, and the Naval School of Health Sciences in general, were highly significant and valuable. Especially noteworthy were your understanding of and attention to the various issues and concerns which needed to be addressed, your ability in screening the various demands on my time to ensure proper coverage of the important issues, the effective and efficient manner in which you handled calls and visitors, and your skill in coordinating my schedule and assisting in the optimal use of the limited time available to me and my staff.

3. The excellent attention and responsiveness you always gave to the significant demands of your position ensured a well run, effective, and efficient operation. The manner in which you dealt with the program management offices, customers, management, and employees was always courteous and professional.

4. Your great efforts, unwavering dedication, and professional demeanor reflected great credit on you and on the Naval School of Health Sciences. For this, I wish to personally thank you for the excellent service you have provided.

M Grateful

Sample

LETTER OF APPRECIATION

From: Director, Total Force Division
To: Mr. Max Effort

Subj: LETTER OF APPRECIATION

1. I wish to extend my sincere appreciation for your outstanding efforts in support of the Total Force Division's Defense Management Review Decision 922 submission. Your dedication and willingness to put forward the needed effort was instrumental in ensuring a timely, accurate, and complete report was produced and submitted.

2. Especially noteworthy was your willingness to tackle work outside your immediate field of expertise and your ability to quickly understand what was needed. That and the long hours, over several weekends, which you worked contributed greatly to the overall completion of this report. Finalizing this report required numerous iterations to be developed with short deadlines. Your excellent efforts and responsiveness to these demands ensured a timely and meaningful report could be provided to the Principal Deputy to the Assistant Secretary of the Navy (Research, Development and Acquisition (ASN(RD&A))) for her personal review.

3. Your outstanding efforts and professional dedication have reflected great credit on you and on this office. For this, I wish to personally thank you for a job well done.

B. Holden

14 Nov 01

Sample

LETTER OF APPRECIATION

From Director
To: Ms. Sue Preem

Subj LETTER OF APPRECIATION

1. Your significant contributions and support during the recent major construction and renovation of the tenth floor of building 2 were truly outstanding. Your dedication and hard work were instrumental in ensuring a timely completion of the renovation of spaces and movement of MED-100, MED-123, and MED-456.

2. Your efforts and commitment played a large part in ensuring daily and weekly schedules were met and various phases were accomplished on time. The long hours, including non-duty hours, which you worked contributed greatly to the successful completion of these relocations. Your attention to detail and constant oversight of planning, coordination, and completion of the move ensured a smooth transition of MED-123 personnel from three separate offices into one consolidated location and the relocation/renovation of the other offices. Your professionalism and responsiveness to the numerous and varied demands of these projects ensured a minimum of disruption to your fellow employees.

3. Also noteworthy, is your ability to successfully accomplish the coordination of this move while still performing your other regular duties in an effective and efficient manner.

4. As a result of your work, employees in each of the offices were able to upgrade their on-the-job quality of life with modern office equipment and improved environmental surroundings. Your excellent efforts and professional dedication have reflected great credit on you. For this, I wish to personally thank you for an excellent job and present you with a cash award.

PHIL LANTHROPY

Sample

LETTER OF APPRECIATION - GROUP

MEMORANDUM

From: INDIVIDUAL
To: HM1 Art Testry
Mr. Sol Oman
Mr. Jay Walker

Subj LETTER OF APPRECIATION

1. I wish to extend my sincere appreciation for each of your excellent efforts in support of the Naval School of Health Sciences' Workforce Utilization Data Call. Your dedication and teamwork were instrumental in ensuring a timely, comprehensive, and productive review of the categorization of work performed by department personnel.

2. Especially noteworthy was the way each of you, working as a team, accepted and accomplished an assignment, not within your normally assigned duties, in an effective and efficient manner. Your abilities and efforts contributed greatly to the timely and accurate entry of workload data and enabled the department to accumulate valuable information for a unique and important endeavor. Compiling, reviewing, correcting, and formatting the requested information required significant effort, on each of your parts, to meet the short deadline assigned to completing the task.

3. Your outstanding efforts and responsiveness to work demands ensured a timely and meaningful review was conducted and this phase of the process met requirements. Your work has reflected great credit on you and NSHS. For this, I wish to personally thank you for a job well done.

N DORSEMENT

Sample

LETTER OF APPRECIATION - GROUP

From: Assistant Commander for Corporate Operations
To: Distribution

Subj LETTER OF APPRECIATION

1. I wish to extend my sincere appreciation for your excellent efforts in support of the Naval School of Health Sciences' entry-level career ladder selection process. This was the first time the Naval School of Health Sciences undertook such an aggressive and comprehensive entry-level recruitment effort. Your dedication and willingness to put forward the needed effort was instrumental in ensuring an equitable and impartial selection process culminating in selections for over 50 career ladder positions.

2. This process provided a long awaited and much needed opportunity for many of our deserving employees to advance in their careers beyond their current level and to fulfill their potential in worthwhile, challenging positions. While the process was a new and difficult one, your exceptional efforts in response to the challenges it presented ensured an objective and equitable selection process. This enabled the Naval School of Health Sciences and individual employees to benefit from the placement of highly qualified people in challenging jobs which led to the fulfillment of career enhancing opportunities, and increased morale. The dedication displayed by the full commitment of your time and abilities to this effort is truly reflective of your willingness to support the Naval School of Health Sciences, its management, and your fellow employees.

3. I wish to personally thank and commend you for an outstanding job

I. M. GRATEFUL
Assistant Commander
for Corporate Operations

Distribution:
Adam Astute, MED-161
Betty Brilliant, MED-282
Gina Genius, MED-343
Irving Intellect, MED-414
Sue Smart, MED-575
William Wise, MED-777

Sample

LETTER OF APPRECIATION - UPON DEPARTURE

From: Commanding Officer
To: Mr. Abel Workman

Subj: LETTER OF APPRECIATION

1. Upon your departure from the Naval School of Health Sciences, I wish to extend my sincere appreciation for your exceptional efforts over the past 5 1/2 years. You can reflect with great pride and a deep feeling of accomplishment on your achievements.

2. Since coming to the Naval School of Health Sciences in 1993, you have provided exceptional support for the Personnel Management and Administrative Branch (MED-987), Program Policy and Resources Division (MED-98). With duties in such diverse areas as civilian personnel, travel, training, and military manpower, you continually exceeded the expectations of your customers and seniors. Of special significance was your support to the various management offices under the Program Executive Officer.

3. Of particular note is your excellent accomplishment in establishing, implementing, and managing the training process for the Naval School of Health Sciences. As a result of your efforts, the importance of employee development was recognized and critical training was made available to all Naval School of Health Sciences employees. Further, your work in military manpower and with the Civilian Program Manager Selection Boards helped ensure proper staffing and timely identification of replacements for critical military and civilian positions. In addition to performing your regular duties, you provided excellent photography support for numerous change of command, retirement, and special award ceremonies.

4. You can take great pride in the numerous accomplishments and significant contributions you have made to the team. Through dedication and hard work, you provided stellar assistance to all the military and civilian employees of the Naval School of Health Sciences.

5. I extend to you the sincere appreciation of your friends and associates, and express best wishes for success in all your future endeavors.

MANNY JEERIAL

Sample

LETTER OF APPRECIATION - UPON RETIREMENT

From Commanding Officer
To: Ms. Anna Bell

Subj LETTER OF APPRECIATION

1. Upon your retirement from the Naval School of Health Sciences, I wish to extend my sincere appreciation for your exceptional efforts over the past 18 years. You can reflect with great pride and a deep feeling of accomplishment on your achievements.

2. Since coming to the Naval School of Health Sciences in 1982, you have provided exceptional support for the Personnel Management and Administrative Branch (MED-536), Program Policy and Resources Division (MED-53). With duties in such diverse areas as civilian personnel, travel, training, and military manpower, you continually exceeded the expectations of your customers and seniors. Of special significance was your support to the various management offices under the Program Executive Officer.

3. Of particular note is your excellent accomplishment in establishing, implementing, and managing the training process for the Naval School of Health Sciences. As a result of your efforts, the importance of employee development was recognized and critical training was made available to all Naval School of Health Sciences employees. Further, your work in military manpower and with the Civilian Program Manager Selection Boards helped ensure proper staffing and timely identification of replacements for critical military and civilian positions. In addition to performing your regular duties, you provided excellent photography support for numerous change of command, retirement, and special award ceremonies.

4. You can take great pride in the numerous accomplishments and significant contributions you have made to the team. Through dedication and hard work, you provided stellar assistance to all the military and civilian employees of the Naval School of Health Sciences.

5. I extend to you the sincere appreciation of your friends and associates, and express best wishes for success in your retirement, and in all your future endeavors.

B. A. FISHER

Sample

LETTER OF APPRECIATION - UPON RETIREMENT

DEPARTMENT OF THE NAVY
NAVAL SCHOOL OF HEALTH SCIENCES
8901 WISCONSIN AVENUE
BETHESDA MD 20889-5611

Mr. Van Ishing
Naval School of Health Sciences
Bethesda, MD. 20889-5611

Dear Mr. Ishing;

Your retirement from civil service on 1 April 1998 marks the conclusion of a distinguished career of service to your Government and country. You can reflect with great pride and a deep feeling of accomplishment on your achievements for more than 31 years of employment with the Federal Government.

After serving 4 years in the United States Army, you were hired by the Military Sealift Command in October 1971, where you held positions as a budget analyst and then a manpower analyst. Moving to the Defense Logistics Agency in 1974 as a management analyst, you were working as a strategic planner and served as a training officer. Three years later, you received a promotion and moved to the Strategic Systems Project Office, where you were the head of the Manpower Requirements Branch. Another promotion 4 years later found you moving to the Naval Air Systems Command where you served as a senior management analyst supporting the field activities and, upon another promotion, as the Administrative Officer for Program Management.

Moving to the Naval School of Health Sciences, in 1996, as the Deputy for Strategic Management, you have distinguished yourself by improving the management processes of that organization, by implementing a Naval School of Health Sciences strategy for employee advancement, and by representing the command during the development and implementation of several tri-service information management programs. In addition, you provided direct oversight and support to Naval School of Health Sciences's Employee Improvement and Mentoring Program.

You can take great pride in your career. Among your many and varied accomplishments are the significant contributions you made to the Naval School of Health Sciences, including the tremendous and valuable improvements to the Strategic Management Administrative Operations Program. Through dedication and hard work, you provided stellar assistance in maintaining a vital program in an environment of declining resources.

I extend to you the sincere appreciation of the Naval School of Health Sciences and the United States Navy, for a dedicated and admirable civil service career. I wish you the best in your retirement. May you enjoy continued success and good fortune in all your future endeavors.

D. S. WADE
Commanding Officer

AWARD SUMMARY

1. NAME OF AWARD: CAUGHT IN THE ACT
2. REFERENCE: N/A
3. JUSTIFICATION FOR AWARD: Any staff member observing a fellow staff member demonstrating one or more of the eight (8) Standards of Excellence may complete a "Caught In The Act" form.
 - a. Upholds Core Values (Honor, Courage, and Commitment)
 - b. Knows our customer, and their needs.
 - c. Eliminates barriers and improves accessibility.
 - d. Provides personalized quality service.
 - e. Is a courteous and helpful team player.
 - f. Communicates clearly.
 - g. Takes ownership of a problem and is a problem solver
 - h. Dresses and acts professionally.
4. ELIGIBILITY: Any member of NSHS' staff.
5. REQUIRED DOCUMENTATION: Completion of Caught In The Act form.
6. APPROVING OFFICIAL: Any individual
7. APPROVAL PROCESS: Complete the desired form as appropriate. Directorate Representatives will maintain awards. Command Education and Training will track the awards.

PROCESSING TIME Immediate

AWARD: Commemorative Award will not exceed more than \$10.00 per item

AWARD SUMMARY

1. NAME OF AWARD INFORMAL RECOGNITION:

- a. E-Mail
- b. "Thank You" Note
- c. Write On Board

2. REFERENCE: N/A

3. JUSTIFICATION FOR AWARD: Any effort, accomplishment, service, action, or deed from an individual or group of NSHS that deserves a thank you or acknowledgement. Any milestone, anniversary, or special date that is significant to an individual or group that is cause for celebration or mention.

ELIGIBILITY: Any member of NSHS' staff

REQUIRED DOCUMENTATION: None

APPROVING OFFICIAL: Anyone

APPROVAL PROCESS: Complete the desired form of acknowledgement (form, note, E-mail, board, etc.) and forward as appropriate. (Consider routing through the individual's supervisor or sending the supervisor a copy of the acknowledgement.)

PROCESSING TIME: Immediate

AWARD: E-Mail message, "Thank You" Note, or Message on Board

Sample

E-MAIL

Individual, one-time effort

Adam -Thanks for the great effort on researching the workload issue. The information you provided was right on target and enabled us to promptly answer the Admiral's question. Great work!

-Betty

To staff upon return from a week's leave

Having just returned from a very nice and relaxing leave, I am informed that last Friday a safe broke and was destroyed in trying to gain access to it. (At least I have complete deniability in this situation, because I wasn't here.)

In contrast to the above, I also learned that a significant amount of work was accomplished, especially some critical rush projects in completing actions before the billet file was closed. This involved several people shifting some work, working extra hours, and adjusting days off and personal time. The entire office pulled together as a team and accomplished some excellent work in a short time.

I just wanted to acknowledge each of your efforts and Thank You for a job Well Done!!

To staff member after announcement of Civilian of the Year selection

John-

Congratulations on a Great Year!! While not being selected as the civilian of the year, there is still a lot you can be proud of with your accomplishments this past year. Being civilian of the quarter and thus among the top four in the command recognizes these achievements and your standing within the civilian community.

(The bad news is, of course), that we now expect a continued high level of accomplishment and achievement from you. On the other hand, we know that you will continue to provide just that.

Again, **CONGRATS!!!**

To office after a day dedicated to cleaning the office

TO The Hard Workers of HPSP

GREAT JOB WITH THE OFFICE CLEAN UP

I want to thank everyone for the efforts put forward in last week's clean up day. The office is really looking great and we now have a better environment in which to work. I hope you all agree the effort was worth it.

Thanks to Mary for overseeing/organizing the effort; thanks to James and Sue for getting rid of the extra equipment; AND again, thanks to EVERYONE for their work and support of the clean up.

Lunch was great, too.

AWARD SUMMARY

- 1 NAME OF AWARD: LENGTH OF SERVICE CERTIFICATE
- 2 REFERENCE N/A
3. JUSTIFICATION FOR AWARD: These awards recognize significant milestones in employee's careers and emphasize that service to the Government rather than to a particular Department or Agency is being recognized. Recognition is given for total length of Federal service, civilian and all honorable military service. They are presented for each 5-year increment of service from 10 years through 50 years.
4. ELIGIBILITY: Any civilian on NSHS' staff who has reached one of the 5-year milestones.

REQUIRED DOCUMENTATION: Appropriate Length of Service certificate

APPROVING OFFICIAL: Commanding Officer, NSHS

APPROVAL PROCESS: The NSHS will verify and prepare the appropriate certificate. (Supervisors should be aware of milestones that are reached and ensure the certificate is being processed.)

PROCESSING TIME: The certificate should be presented no later than the quarter immediately following the quarter in which the milestone is reached

AWARD: Certificate and pin

AWARD SUMMARY

1. NAME OF AWARD RETIREMENT CERTIFICATES
2. REFERENCE: N/A
3. JUSTIFICATION FOR AWARD: This award is presented to an employee upon his or her retirement from Government service and recognizes the individual's career service to the Government rather than to a particular Department or Agency. Recognition is given for total length of Federal service, civilian and all honorable military service.
4. ELIGIBILITY: Any civilian who is retiring and his or her spouse
5. REQUIRED DOCUMENTATION: Letter of Appreciation (documenting the individual's career assignments and achievements) Retirement Certificate

APPROVING OFFICIAL: Commanding Officer

(Note: employees with 40 or more years of service may receive a certificate signed by SECNAV)

7. APPROVAL PROCESS: The supervisor (or designated individual) should review the employee's personnel file and compile a list of career positions, milestones, and achievements. (The Human Resources Office will assist with this review.) Write a letter documenting the individual's career and signature achievements. Obtain retirement certificate and spouse certificate. Route package via chain of command for Commanding Officer, NSHS.

For SECNAV signature, a letter requesting the signature, return envelope, and the completed certificate should be submitted to the Administrative Division of the office of the Secretary of the Navy.

8. PROCESSING TIME: Allow 20-30 days for entire process within NSHS
(For SECNAV signed certificates: request as far ahead as possible)
9. AWARD
 - a. Retirement letter
 - b. Certificate

OTHER CIVILIAN AWARDS

The following is a list of other awards available to civilians. However, they either target a select population of civilians (e.g. engineers, disabled, executives) or are less commonly used. More information on these awards can be obtained by contacting Human Resources Office. The implementing instruction or guidance will provide details for recommending and justifying the award and the approval process.

DON Distinguished Public Service Award
DON Superior Public Service Award
DON Distinguished Achievement in Science Award
DOD Distinguished Public Service Award
SECDEF Award for Outstanding Public Service
President's Award for Distinguished Federal Civilian Service
Presidential Medal of Freedom
Presidential Citizens Medal
Senior Executives Association/Professional Development League (SEA/PDL) Executive Excellence Award
Federal Executive Institute Alumni Association (FEIAA) Executive of the Year Award
Outstanding Navy Employee with Disabilities
Arthur S. Fleming Awards to Honor Outstanding Men and Women in the Federal Government
Eugene G. Fubini Award
GEICO Public Service Award
Roger W. Jones Award for Executive Leadership
William A. Jump Memorial Award for Distinguished Career Service in Public Administration
Donald L. Scantlebury Memorial Award for Distinguished Leadership in Financial Management Improvement
Women in Science and Engineering (WISE) Award

RECOGNITION CEREMONIES AND PROGRAM SUGGESTIONS

1. Regular Award Ceremony : At least quarterly, perhaps monthly, a regularly scheduled awards ceremony should be held to recognize the accomplishments of teams and individuals by presenting significant awards and other forms of recognition.
2. Announce Awards in the Plan-of-the-Week
Periodically, perhaps monthly, a list of award and recognition recipients should be published in a special section of the "Plan-of-the-Week".
3. Central Bulletin board:
A list of award and recognition recipients and pictures of the award ceremony should be displayed prominently on a central bulletin board. Pictures of retirement ceremonies or luncheons and other recognition functions should also be displayed.
4. Day of Excellence: annual staff recognition day One day of the year should be designated and set aside to celebrate the many accomplishments of the staff. Awards ceremonies and recipients of the past year should be honored with displays of pictures and lists of awards and recipients. Cake and punch could be served. This would be a great opportunity to announce the

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recipients of several yearly or significant awards such as the Civilian of the Year, the Supervisor of the Year, and recipient(s) of the Commanding Officer, NSHS' Award.

5. Regular "All-Hands" meetings (quarterly): Quarterly "All Hands" meetings are encouraged. The purpose of the meetings would be to disseminate information and recognize staff through the presentation of awards and recognition, such as Letters of Appreciation, Cash Awards, Time-Off Awards, any "internal" awards or recognition, Length-of-Service Certificates, etc. Also, it would be a great opportunity to "Hail and Farewell" new and departing staff.

6. Presentation in individual's work area: Occasionally, it is recommended that a manager or supervisor present an award or recognition, such as a Letter of Appreciation, Time Off Award, etc. to the individual in his or her own work spaces.

7. Announcements at staff meetings: This would recognize an individual before the heads of other departments for the word to be passed down and would let managers and supervisors know what worthy accomplishments are being achieved in other departments.

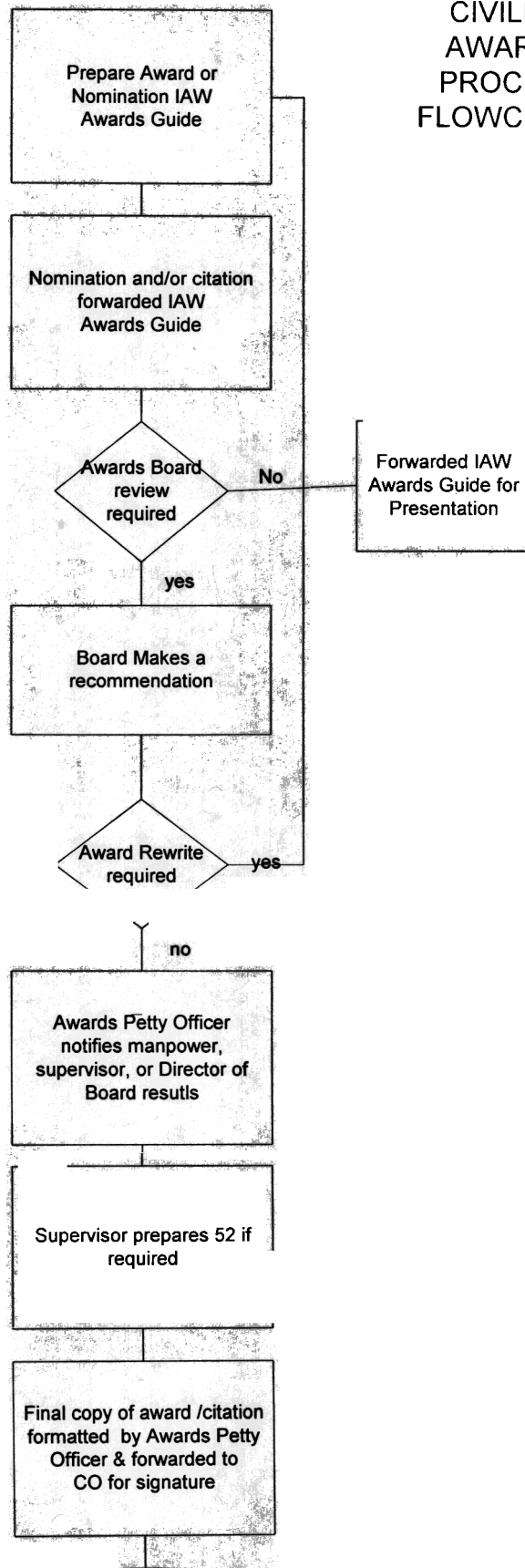
8. "State of the Department" brief: A variation of the "All Hands" meetings, this is an opportunity to reward all staff members by letting them know what has been achieved over the past year, the direction of the department for the next year or so, and what is expected in the near future.

9. Session with the boss: Select 3, 4, or 5 individuals from the various divisions or one entire division for a 30-minute "group" (uninterrupted) sit down with the Head or Deputy to discuss work, morale, conditions, or any other business related items on the minds of the individuals. The intent is to get input and feedback in a relaxed environment from staff members about what their concerns, issues, suggestions, etc. are.

10. Photography: At the request of the Director, the Visual Information Directorates, Medical Photography Department, will photograph award presentations. Completed Photographs will be returned to the Director and will include at a minimum, one 5x7-color print in a folder for the recipient to keep. The Director or their designate will present the photographs to the awardees. Significant award photographs (TBD) will be maintained in the NSHS archival VID files for possible future use. These will be captioned with the date, type of award, presenter, awardee, and location.

Individual/Supervisor
Director decides to award an
individual

CIVILIAN AWARDS PROCESS FLOWCHART



Award
Presentation